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The Strategic Plan For Nutrition Education

"Promoting Healthy Eating Habits For Our Children"

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Compiled by:

**Nutrition and Technical Services Division
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The Acknowledgments

The Nutrition and Technical Services Division, USDA initiated a strategic planning process for the Nutrition Education and Training Program (NET) beginning with a conference in March, 1992. During the conference participants were urged to take risks and be creative in writing a statement that would give NET a clear picture of where the program is going and what it hopes to accomplish ----- outcome-oriented and measurable goals.

Thanks to the dedication and perseverance of State NET coordinators, significant accomplishments have been made in nutrition education. Indicative of their dedication is the participation of over half the State NET coordinators in the NET Conference or NASNET Strategic Planning Session. Many of the other State NET coordinators provided comments and input through the review process. They eagerly and comprehensively identified the issues currently affecting the NET Program. Their advice and suggestions offered throughout the process have shaped the NET Strategic Plan.

Representatives from major allied health and nutrition agencies and organizations graciously accepted the invitation to participate in the NET Strategic Planning Process. Their perspective from outside NET was invaluable and their contributions of time, creative ideas, and commitment to nutrition education were greatly appreciated. Many of the allied groups share mutual goals with the Nutrition Education and Training Program as evidenced by their published objectives and strategies. In support of and concurrence with these objectives and strategies, this NET Strategic Plan has adopted and/or modified information from the following documents:

America 2000 An Education Strategy. U.S. Department of Education. 1991 (Revised).

ASFSA: Shaping a Healthy Future 1991-1995. American School Food Service Association. 1991.

Caring For Our Children, National Health and Safety Performance Standards: Guidelines for Out-of-Home Child Care Programs. American Public Health Association and American Academy of Pediatrics. 1992.

Healthy Children 2000 - National Health Promotion and Disease Prevention Objectives Related to Mothers, Infants, Children, Adolescents, and Youth. U.S. Department of Health and Human Services. 1990.

Sharbaugh, Carolyn S. (Ed.). (1991). Call to Action: Better Nutrition for Mothers, and Families Washington, D.C.: National Center for Education in Maternal and Child Health.

Also noteworthy, was the support and participation by State, and USDA Regional and Headquarters Directors of Child Nutrition Programs. Their comments helped form realistic objectives for including nutrition education as a component of child nutrition programs.

A special thank you is extended to members of the core planning group who have provided guidance throughout the strategic planning process. The contributions of the conference facilitator, Jerry Endres, have been invaluable in keeping the process on course and focused on our strategic planning objectives.

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The Overview

Historical Perspective

The Nutrition Education and Training Program, commonly referred to as NET, has roots that extend back in time before the initial 1977 authorization of the program by Congress. During the period from 1957-1977, there was an ongoing discussion of the merits of establishing a school-based nutrition education program. Nutrition education was recognized as important for the nation's youth as evidenced by the following key events:

1957-1971	Interagency Commission on Nutrition sponsored four Conferences on Nutrition Education
1969	White House Conference on Food, Nutrition, and Health
1972-1973	Senate Select Committee on Nutrition and Human Needs held Hearings on Nutrition Education
1976	National Advisory Council on Child Nutrition, 5th Annual Report to the President addressed Nutrition Education
1977	House Subcommittee on Domestic Marketing, Consumer Relations and Nutrition Requested Congressional Research Service to prepare a study on <u>The Role of the Federal Government in Nutrition Education</u> .
1977	Congress Enacted Public Law 95-166, which authorized the Nutrition Education and Training Program
1979	National Conference on Nutrition Education, <u>Directions for the 1980's</u>

Some of the recurring themes that emerged from the conferences and documents listed above included:

- Nutrition education is a long term effort which should start in early childhood and continue through secondary school.
- Nutrition education should be an integral part of the school curriculum and food service.
- Nutrition education in schools should be coordinated with other programs at the federal, state, and community levels that have similar goals. Words like partnership, coalition, collaboration, and cooperation were frequently used.
- Many people in the school environment can be nutrition educators, such as teachers, coaches, food service staff, administrators, and school nurses, but they must be properly trained.
- Nutrition education had broad interdisciplinary support from education and health groups as well as the nutrition community.

- Nutrition education efforts were too often fragmented and underfunded and lacked consistency and continuity.

Action was taken by Congress on November 10, 1977 with the authorization of the Nutrition Education and Training Program based on the following findings and rationale:

- (1) the proper nutrition of the Nation's children is a matter of highest priority;
- (2) the lack of understanding of the principles of good nutrition and their relationship to health can contribute to a child's rejection of highly nutritious foods and consequent plate waste in school food service operations;
- (3) many school food service personnel have not had adequate training in food service management skills and principles, and many teachers and school food service operators have not had adequate training in the fundamentals of nutrition or how to convey this information so as to motivate children to practice sound eating habits;
- (4) parents exert a significant influence on children in the development of nutritional habits and lack of nutritional knowledge on the part of parents can have detrimental effects on children's nutritional development; and
- (5) there is a need to create opportunities for children to learn about the importance of the principles of good nutrition in their daily lives and how these principles are applied in the school cafeteria.

In each fiscal year 1978 and 1979, \$26 million was appropriated for the Nutrition Education and Training Program. For fiscal years 1980-1990, the appropriation was \$5 million each year. NET appropriations have increased to \$7.5 million in 1991 and \$10 million each in 1992 and 1993.

In September, 1990, a report, Nutrition Education Needs of Children, was prepared in fulfillment of the Congressional mandate under Public Law 101-147. The following recommendations for strengthening the NET Program contributions to meeting the needs of children for nutrition education were summarized in the document.

- Require the appointment of a full time State NET Coordinator to more adequately carry out the duties outlined in NET regulations.

- Increase efforts to make educational administrators aware of the value of nutrition education and training of students, teachers, and food service personnel to a quality educational program.
- Increase program evaluation efforts at the State level in needs assessment, and both formative and summative evaluation.
- Adopt a working definition of nutrition education applicable to all State NET programs, to facilitate a national program design to guide evaluation efforts.
- Develop a national framework for NET that includes goals, objectives, and learner outcomes so that NET program impact could be more readily measured.¹
- Place more emphasis on seeking partnerships, developing stronger professional relationships with key groups, at the national, State, and local levels, that share with NET an interest and responsibility for nutrition and health education, and can provide coordination, technical assistance, and joint funding.

A key recommendation offered in the report was the need to develop a national framework for NET. Development of a Strategic Plan for NET would provide the structure for implementation of the other recommendations offered in the report.

Strategic Planning Conference

The Nutrition and Technical Services Division of the Food and Nutrition Service, USDA, initiated the process of developing a NET Strategic Plan by organizing a conference in March, 1992 in Alexandria, Virginia. Participants in the conference included representatives from State and Regional NET Coordinators, State and Regional Child Nutrition Program (CNP) Directors, allied associations and groups including the National Association of State NET Coordinators (NASNET), Society of Nutrition Education (SNE), American School Food Service Association (ASFSA), American Dietetic Association (ADA), Centers for Disease Control (CDC), Public Health Service, National Food Service Management Institute (NFSMI), and USDA Headquarters staff.

¹ Kalina B.B., C.A. Phillips and H.V. Mimms. The NET Program: A ten year perspective. Journal of Nutrition Education 21:38-41, 1989.

Objectives established for the conference included:

- to assess the current situation as it affects the NET program, structure, and communities,
- to design the principles of a philosophy statement,
- to draft a NET philosophy statement, and
- to design goals and strategies for implementation and follow-up.

The conference facilitator defined strategic planning as a systematic, interactive process for thinking through and creating the organization's best future. The model used in the conference integrated traditional management activities into a broader context including planning for change and planning for action. A schematic representation of the conceptual framework used by the conference participants is given in Figure 1.

One outcome from the conference was a draft strategic plan which included a philosophy statement and strategies. The draft strategic plan went through a series of reviews and revisions from April-November, 1992.

The March, 1993 Strategic Plan represents a milestone in strategic planning for NET---it is Strategic Plan Number 1. Conceptually, this NET Strategic Plan is a dynamic process to address changing situations and environments so that NET's resources will be used most effectively to benefit children. Therefore, this strategic plan is not a rigid document but rather a "working" document which will be periodically updated and revised.

In summary, several steps are involved in the strategic planning process beginning with the identification of the issues, the establishment of goals, and development of strategies and tactics. This Strategic Plan reflects those steps. The next steps in strategic planning---prioritizing, developing action plans (including State level objectives), and setting time schedules are functions that are accomplished through the individual state plan and needs assessment processes.

The Strategic Plan

Philosophy Statement

The strategic plan for promoting healthy eating habits for the nation's children, hereafter referred to as the plan, begins with the philosophy statement. The NET Philosophy Statement was crafted to describe the scope and benefits of NET's organizational purpose. Development of the philosophy statement involved an indepth examination and discussion of the history of nutrition education for children and of the current environment including the social, educational, marketing, and political influences on nutrition education for children. Critical to the development of the philosophy was a look to the future to predict what NET in our communities should look like in the year 2000, and what values and beliefs should guide our nutrition efforts and our State and federal leadership. The values and principles that are important to the NET community are reflected in the philosophy statement which serves as the foundation for the emergence of program goals and strategies.

Strategic Direction

A strategic direction was produced which encompasses the philosophy of NET along with the issues the program must address in order to achieve this vision. The value of strategic direction is that it gives all involved with NET a clear and concise conception of the program's future. The purpose of setting strategic direction is to help guide decisions regarding organizational policy, strategy, programs, and resource allocations.

Goals

The plan outlines national planning goals which detail what NET would like to see by the year 2000. States will develop their own objectives based on the national planning goals. Although the plan extends slightly beyond the next authorization period, the year 2000 timeline was used for the goals to be consistent with the timelines in *Healthy People 2000* and *America 2000, An Education Strategy*. It should be noted that Goals 1-5 in the NET Strategic Plan closely parallel goals in the aforementioned documents, thus underscoring the national emphasis and partnership links. Current funding levels for NET and limited personnel resources will necessitate a combined effort from many groups and individuals working to achieve these national goals, rather than solely the efforts of the NET Program.

Strategies and Tactics

While the term strategy is currently used in many different ways, in the plan it is used to mean a major method or approach for achieving our goals. It was our intent for the strategy to answer the question, "How will we achieve our goals?" Finally, tactics are specific actions or activities that are completed to implement a strategy. The strategies and tactics offered in the plan were not intended to be comprehensive nor applicable to all organizational levels. Some of the strategies and tactics are applicable to the local level (L), State level (S), USDA Regional level (R) and USDA Headquarters level (H). Please refer to the letter designations following each strategy and tactic. The national planning goals are considered applicable to all levels since they represent what NET is trying to achieve.

Although the plan notes particular actions and activities, it is by no means exhaustive in terms of tactics that could be implemented at the State or federal levels to implement a strategy and ultimately help achieve our national goals. Hopefully, the plan will be the tool that initiates the creative process of designing activities and projects to further the cause of nutrition education for our nation's children.

Implementation

The Strategic Plan should be used as guidance by federal and State planners to develop and implement Nutrition Education and Training Programs and to provide nutrition education services to the nation's children, their parents, their caregivers, and food service personnel. The national goals provide a framework for:

- a State NET coordinator to develop a State Plan,
- other child nutrition programs to pool resources with NET to influence children's eating behaviors,
- industry and trade associations to form partnerships and coalitions with NET,
- USDA regional offices to plan projects, activities, and training to help States work toward the national goals,
- USDA headquarters to provide technical assistance to States on needs assessments and evaluation strategies, and for
- all persons and groups interested in child nutrition programs to focus on national goals to benefit children's nutritional status and health.

In using the national goals from The Strategic Plan, State NET coordinators might work within the framework of several goals or may elect to emphasize only one of the national goals in a particular year. Figures referenced in The Strategic Plan are cumulative; it is not expected that any State would be able to accomplish these goals in a single year, given the current NET resources.

Crucial to deciding which goals to address at the State level is an analysis of the State's needs assessment. State Plans would then be developed to support the achievement of goals in The Strategic Plan, taking into consideration the findings of the individual State's needs assessment for nutrition education services.

In summary, States are not necessarily expected to incorporate all the goals in The Strategic Plan into their State Plans. Rather, each State's needs assessment should be the basis for the inclusion of goals from The Strategic Plan into the individual State Plan. Use of national goals to develop State Plans is not mandated rather encouraged.

Monitoring and Evaluation

Progress toward achieving the national goals in The Strategic Plan will be monitored through the State plan process, the management evaluation process, and the annual FNS 42 submission. Additionally, other sampling methods may be used to monitor progress, such as the survey by Shannon et al.²

² Shannon B., R. Mullis, V. Bernardo, R. Ervin, and D.L. Poehler. The status of school-based nutrition education at the state agency level. Journal of School Health 62:88-92, 1992.

The Philosophy

The Nutrition Education and Training Program (NET), through its local, State and federal partnerships, provides leadership in promoting healthy eating habits to improve the health and well-being of our nation's children. NET integrates mealtime and learning experiences to help children make informed food choices as part of a healthy lifestyle. This is accomplished by:

- identifying and addressing the nutrition education and food service training needs of diverse target audiences,
- applying scientifically-based nutrition information, recognized food service management techniques, and sound education principles in meeting these needs, and
- seeking opportunities to improve children's nutritional status by cooperating and collaborating with others to achieve mutual goals.

The Strategic Direction

In the year 2000, nutrition education will be a major educational component of all child nutrition programs and offered in all schools, child care facilities, and summer sites as part of health education, as part of an interdisciplinary curriculum, or through other means. Nutrition education will be supported and promoted by State and local personnel working in partnership with the children and their families as part of the total school environment or child care setting. Depending on available resources, State agencies will conduct formal needs assessments and evaluations as the basis for program development, improvement and accountability. Nutrition education staff at State offices, USDA Headquarters, and USDA Regional offices will have specific roles and responsibilities in the administration of the nutrition education program. NET will have extensive alliances and partnerships with public and private concerns at the local, State, and national levels. Through these relationships, NET will obtain funding and resources, identify research agendas in nutrition education and food management, identify technical assistance resources, develop evaluation strategies, and work cooperatively with all groups that promote nutrition education and the service of nutritious meals and snacks for our nation's children.

The Goals

Nutrition Education and Training

Goal 1

Increase to at least 75% the proportion of the Nation's schools that provide nutrition education as part of health education, as part of an interdisciplinary nutrition education curriculum, or through other means to children and parents by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Goal 2

Increase to at least 50% the proportion of child care and summer program facilities/sites that provide nutrition information/education to children, caregivers or parents by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Goal 3

Increase to at least 50% the proportion of food service personnel/providers in Child Nutrition Programs who have received nutrition information and/or training (including food service training) by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Nutritious Meal Service

Goal 4

Increase to at least 90% the proportion of school lunch and breakfast services with menus that are consistent with the nutrition principles in the Dietary Guidelines for Americans by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Goal 5

Increase to 90% the proportion of child care and summer food services with menus that are consistent with the nutrition principles in the Dietary Guidelines for Americans by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Leadership

Goal 6

Increase to at least 75% the proportion of States that incorporate applicable goals and strategies from the NET Strategic Plan into their NET State Plans by the year 2000 as documented by data submitted to FNS.

Goal 7

Increase to at least 75% the proportion of States that use national guidelines to conduct needs assessments by the year 2000 as documented by data submitted to FNS.

Goal 8

Increase to at least 75% the proportion of States that use national guidelines to evaluate NET projects by the year 2000 as documented by data submitted to FNS.

Goal 9

Increase to at least 75% the proportion of nutrition education personnel at the State, regional and national levels with roles and responsibilities that are consistent with national guidelines by the year 2000 as documented by data submitted to FNS.

Goal 10

Establish partnerships with at least 10 allied nutrition, health, food management, or education organizations; public or private agencies or groups; or others interested in child nutrition issues by the year 2000.

Nutrition Education and Training Goals

Goal 1

Increase to at least 75% the proportion of the Nation's schools that provide nutrition education as part of health education, as part of an interdisciplinary nutrition education curriculum, or through other means to children and parents by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Collaborate with other professional groups and agencies to develop and disseminate national guidelines on designing nutrition education programs for the school-based population. Such guidelines should address content areas, integration into the total school curriculum, strategies for behavioral changes and evaluation, and teaching skills needed to help children make informed dietary choices. 1.1 (H,R,S,L)

Tactics

- Seek funding sources for development of, dissemination of, and training on the national guidelines. 1.11 (H)
- Educate teachers, food service personnel, school health personnel and coaches to implement the guidelines. 1.12 (R,S,L)
- Provide information and training to parents on nutrition education for school-age children. 1.13 (R,S,L)

Strategy

Promote inclusion of a nutrition component in the comprehensive health education curriculum offered K-12 in all States and in all other curricula, as appropriate. Other curricula may include, but are not limited to, language arts, mathematics, vocational education, science, social studies. 1.2 (H,R,S,L)

Tactics

- Develop and/or implement curricula with a nutrition component in schools. 1.21 (S,L)
- Collaborate with textbook companies and video/software companies to include nutrition information in health education and other subject materials. 1.22 (H)
- Seek support of teachers, school administrators, nurses, coaches, parents and child nutrition personnel for including nutrition education in the school curriculum. 1.23 (S,L)

Nutrition Education and Training Goals

Goal 2

Increase to at least 50% the proportion of child care and summer program facilities/sites that provide nutrition information/education to children, caregivers or parents by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Promote inclusion of a nutrition component in preschool education curricula and summer food service programs, as appropriate. 2.1 (H,R,S,L)

Tactics

- Develop and/or implement curricula with a nutrition component in programs for preschool children. 2.11 (R,S,L)
- Strengthen and expand collaboration with the Head Start Program in improving nutrition services and meeting the nutrition component of the program performance standards. 2.13 (H,R,S,L)
- Develop and/or disseminate nutrition education materials, including but not limited to, videos, games, parent information sheets. 2.14 (R,S,L)

Strategy

Disseminate and promote use of the APHA/AAP standards for nutrition education in child care facilities. 2.2 (H,R,S)

Tactics

- Seek funding sources for dissemination of and training on the national standards. 2.21 (H)
- Educate caregivers and food service personnel to adopt the standards. 2.22 ((S,L)
- Provide information and training to parents on nutrition education for preschool children. 2.23 (S,L)
- Use different community settings and outlets (nutrition/health fairs, media campaigns, community clinics) to deliver nutrition education to children and their families. 2.24 (S,L)

Nutrition Education and Training Goals

Goal 3

Increase to at least 50% the proportion of food service personnel/providers in Child Nutrition Programs who have received nutrition information and/or training (including food service training) by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Collaborate with other groups and agencies including, but not limited to, NFSMI and ASFSA in the development and dissemination of curricula and training materials for food service personnel. 3.1 (H,R,S,L)

Tactics

- Use appropriate materials, including those developed by the NFSMI to educate food service personnel. 3.11 (S,L)

Strategy

Disseminate curricula and training materials for food service personnel including, but not limited to, all aspects of food service management, basic nutrition principles, and Dietary Guidelines for Americans. 3.2 (H,R,S,L)

Tactics

- Provide technical assistance to States on identifying and on developing training materials and curricula for food service personnel. 3.21 (H,R)
- Educate food service personnel on nutrition education and food service management. 3.22 (R,S,L)

Nutritious Meal Service Goals

Goal 4

Increase to at least 90% the proportion of school lunch and breakfast services with menus that are consistent with the nutrition principles in the Dietary Guidelines for Americans by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Communicate to food service personnel the importance and the methods of implementing the Dietary Guidelines for Americans in schools. 4.1 (H,R,S,L)

Tactics

- Use USDA developed program aides to educate food service personnel on the dietary guidelines. 4.11 (R,S,L)
- Disseminate and use existing nutrition resources and curricula, to promote use of the Dietary Guidelines in school. 4.12 (S,L)

Strategy

Increase service of meals and offering of food choices in the Child Nutrition Programs which support and affirm the nutrition information taught to children in the classroom. 4.2 (H,R,S,L)

Tactics

- Encourage development of nutrition policies for food served at schools that are consistent with the U.S. Dietary Guidelines for Americans (DGAs) and the Recommended Dietary Allowances (RDAs). The nutrition policy should include elimination of the sale of low-nutrient foods during school hours. 4.21 (S,L)
- Encourage implementation of alternatives to fast-food vending machines as sources of income in schools. 4.22 (S,L)
- Encourage improvement of nutritional value of foods in vending machines. 4.23 (S,L)
- Implement nutrition education activities to increase acceptance of nutritious meals offered in Child Nutrition Programs. 4.24 (S,L)
- Seek parental involvement and support in the development of local nutrition policies. 4.25 (L)

Strategy

Communicate to parents and educators the importance and the methods of implementing the Dietary Guidelines for Americans in schools and at home. 4.3 (H,R,S)

Tactics

- Use USDA's program materials and/or other available materials to educate parents and teachers on the dietary guidelines. 4.31 (S,L)

Nutritious Meal Service Goals

Goal 5

Increase to 90% the proportion of child care and summer food services with menus that are consistent with the nutrition principles in the Dietary Guidelines for Americans by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Communicate to food service personnel the importance and the methods of implementing the Dietary Guidelines for Americans in child care and summer food service programs. 5.1 (H,R,S,L)

Tactics

- Use USDA's program materials and/or other materials to educate food service personnel on the dietary guidelines. 5.11 (R,S,L)
- Disseminate and use existing nutrition resources and curricula to promote use of the Dietary Guidelines in child care and summer food service programs. 5.12 (S,L)

Strategy

Increase service of meals, snacks and offering of food choices in the child care programs which support and affirm the nutrition information taught to children in preschool situations. 5.2 (S,L)

Tactics

- Encourage development of a nutrition policy for food served at child care facilities and summer food service sites that are consistent with the U.S. Dietary Guidelines for Americans (DGAs) and the Recommended Dietary Allowances (RDAs) and includes minimal use of low-nutrient foods as snacks. 5.21 (S,L)
- Implement nutrition education activities to support appropriate eating behavior and patterns for preschool children. 5.22 (S,L)

Strategy

Communicate to parents and caregivers the importance and the methods of implementing the Dietary Guidelines for Americans in child care facilities and at home. 5.3 (H,R,S)

Tactics

- Provide training opportunities for caregivers on the Dietary Guidelines for Americans. 5.31 (S,L)
- Provide training opportunities for parents on the Dietary Guidelines for Americans. 5.32 (S,L)

- Provide information on the Dietary Guidelines to parents and caregivers via newsletters, menus, or activities that children complete and take home. 5.33 (S,L)

Strategy

Disseminate and promote use of APHA/AAP standards for service of nutritious meals and snacks in child care facilities. 5.4 (H,R,S)

Tactics

- Conduct training sessions for caregivers and food service personnel to encourage adoption of the standards for service of nutritious meals. 5.41 (S,L)

Leadership Goals

Goal 6

Increase to at least 75% the proportion of States that incorporate applicable goals and strategies from the NET Strategic Plan into their NET State Plans by the year 2000 as documented by data submitted to FNS.

Strategy

Develop and disseminate a NET Strategic Plan that includes the NET Philosophy statement, strategic direction, objectives, strategies and tactics. 6.1 (H,R,S)

Tactics

- Conduct long range planning conferences with representation from Federal and State NET coordinators and CNP Directors, USDA Headquarters and allied nutrition and health organizations. 6.11 (H)
- Conduct a National NET Training Meeting biennially beginning in 1993. 6.12 (H,R)
- Conduct NET regional meetings biennially beginning in 1994. 6.13 (R,S)
- Review and discuss The Strategic Plan at the National NET Meeting. Provide updates as needed. 6.14 (H,R,S)
- Conduct training sessions to assist State NET coordinators on use of The Strategic Plan for development of State plans. 6.15 (H,R)
- Provide technical assistance to States on developing long range plans. 6.16 (H,R)

Leadership Goals

Goal 7

Increase to at least 75% the proportion of States that use national guidelines to conduct needs assessments by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Collaborate with NFSMI and/or other agencies and universities in establishing guidelines for conducting a NET needs assessment. 7.1 (H,R,S)

Tactics

- Develop and disseminate national guidelines on conducting a State assessment of nutrition education and training needs by the year 1994. 7.11 (H)
- Conduct training sessions to assist State NET coordinators to use national needs assessment guidelines. 7.12 (H,R)
- Provide on-going technical assistance to State NET Coordinators on conducting and updating needs assessment. 7.13 (H,R)

Leadership Goals

Goal 8

Increase to at least 75% the proportion of States that use national guidelines to evaluate NET projects by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Collaborate with NFSMI and /or other agencies and universities in developing national guidelines for evaluating Nutrition Education and Training Projects. 8.1 (H,R,S)

Tactics

- Seek funding for development of evaluation strategies and instruments for nutrition education projects. 8.11 (H)
- Develop and disseminate national guidelines on evaluating Nutrition Education and Training Program projects by the year 1995. 8.12 (H)
- Conduct training sessions to assist State Net coordinators to use national guidelines for evaluating Nutrition Education and Training Projects. 8.13 (H,R)
- Provide on-going technical assistance to State NET Coordinators on evaluation. 8.14 (H,R)

Leadership Goals

Goal 9

Increase to at least 75% the proportion of nutrition education personnel at in child nutrition programs at the State, regional and national levels with roles and responsibilities that are consistent with national guidelines by the year 2000 as documented by data submitted to FNS or by other sampling methods.

Strategy

Collaborate with NFSMI, NASNET, SNE and/or other agencies in developing national guidelines on roles and responsibilities of nutrition education personnel in child nutrition programs. 9.1 (H,R,S)

Tactics

- Review existing roles and responsibilities of NET personnel at the State and Federal levels. 9.11 (H,R,S)
- Review existing staffing patterns for NET personnel to determine minimum full-time equivalent needed for State NET Coordinator. 9.12 (H,R,S)
- Develop and disseminate national guidelines on the roles and responsibilities of nutrition education personnel at the State, regional and national levels by the year 1995. 9.13 (H)

Leadership Goals

Goal 10

Establish partnerships with at least 10 allied nutrition, health, food management, or education organizations; public or private agencies or groups; or others interested in child nutrition issues by the year 2000 as documented by data submitted to USDA or by other sampling methods.

Strategy

Collaborate and cooperate with private, public, and professional organizations, universities and governmental agencies interested in child nutrition issues. 10.1 (H,R,S,L)

Tactics

- Develop guidelines for partnerships using SNE's finalized Partnership Program Criteria as a model. 10.11 (S)
- Coordinate nutrition services provided in CACFP with the health and safety recommendations in the Child Care and Development Block Grant. 10.12 (S,L)
- Disseminate and promote use of the APHA/AAP standards for nutrition in child care facilities. 10.13 (H,R,S,L)
- Strengthen and expand collaboration with the Head Start Program in improving nutrition services and meeting the nutrition component of the program performance standards. 10.14 (H,R,S)
- Conduct a National Training Meeting for NET coordinators, CNP Directors and all others interested in child nutrition issues. 10.15 (H,R)
- Form or join coalitions to advocate for improvement in nutrition policies, legislation, and delivery of nutrition services to children. 10.16 (H,R,S,L)
- Form or join coalitions to increase access to food assistance services (child nutrition programs, WIC programs). 10.17 (H,R,S,L)
- Disseminate and promote use of comprehensive health education curriculum which includes a nutrition component. 10.18 (S,L)
- Plan and conduct awareness campaigns on the relationship between food and health. 10.19 (S,L)
- Disseminate and promote use of Dietary Guidelines for Americans for children and families. 10.20 (H,R,S,L)
- Collaborate with Extension Services (ES) and WIC to provide nutrition education activities for young children in CACFP. 10.21 (H,R,S,L)

Strategy

Collaborate with NFSMI and/or other agencies and universities in developing a research agenda for the nutrition education and food service training program. 10.2 (H,R,S)

Tactics

- Identify research needs for nutrition education and food management training by reviewing management evaluations and conferring with State and Regional USDA offices. 10.21 (H)

Strategy

Encourage and support research to develop innovative technologies and methodologies in nutrition education and training for children and in food management for schools and child care operations. 10.3 (H,R,S)

Tactics

- Request USDA, Human Nutrition Research Centers and universities to include applied child nutrition research on their agendas. 10.31 (H)
- Provide grant funds for collaborative projects. 10.32 (S)
- Provide forum for sharing research results. 10.33 (H,R,S)

Strategy

Encourage the development of State/NFSMI consortia for research, development, evaluation, and dissemination of technologies, methods and products. 10.4

Tactics

- Provide grant funds for collaborative projects. 10.41 (S)

Glossary of Acronyms

AAP	American Academy of Pediatrics	NFSMI	National Food Service Management Institute
ADA	American Dietetic Association	NTSD	Nutrition and Technical Services Division
AHEA	American Home Economics Association	OAE	Office of Analysis and Evaluation
APHA	American Public Health Association	OBPA	Office of Budget and Policy Analysis
ASFSA	American School Food Service Association	PHS	Public Health Service
CACFP	Child and Adult Care Food Program	RDAs	Recommended Dietary Allowances
CCDBG	Child Care and Development Block Grant	SERO	Southeast Regional Office - USDA
CDC	Center for Disease Control	SNE	Society for Nutrition Education
CNP	Child Nutrition Programs	SNP	Special Nutrition Programs
DGAs	U.S. Dietary Guidelines for Americans	SWRO	Southwest Regional Office - USDA
FNS	Food and Nutrition Services	USDA	United States Department of Agriculture
MARO	Mid-Atlantic Regional Office - USDA	USDHHS	United States Department of Health and Human Services
MPRO	Mountain Plains Regional Office - USDA	WIC	Special Supplemental Food Program for Women, Infants and Children Program
MWRO	Midwest Regional Office - USDA	WRO	Western Regional Office - USDA
NAL	National Agricultural Library		
NASNET	National Association of State NET Coordinators		
NERO	Northeast Regional Office - USDA		
NET	Nutrition Education and Training Program		



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